I. Job Family Definition
II. Benefits of Job Families
III. Opportunity for Core-Specific Job Families
IV. Development of Core-Specific Job Families within Peer Institutions
V. Process and Timeline
VI. Questions
“Northwestern Will” Strategic Plan

“Northwestern Will…..
Encourage and enable staff to contribute to the education and research missions of the University and to learn and advance in their individual careers.”

(Northwestern University, 2011)
A generation at risk: Young investigators and the future of the biomedical workforce

By PAUL VOSEN

It was in late August, upstate at the Blue Moon Bar & Grill just off campus, that the staff scientists of the University of Wisconsin Madison began to organize. These researchers occupy a mysterious niche. They all hold doctorates, yet rather than chase tenure-track faculty positions, they opted for technically demanding roles inside laboratories. They get benefits, but their salaries depend on grants pursued by Wisconsin’s faculty. They don’t have tenure. They take little for granted.

At the three meetings they’ve held so far, a few topics have dominated, said Andreas Bilger, a cancer researcher who helped put the group together. Great dependence is one. So is the limited possibility of pursuing faculty jobs. The scientists chafe at the limits the university

How Staff Scientists, Long Invisible, Could Save Biomedicine

Rollsy, a staff scientist at the University of California at San Francisco. “We’re still in the game, but we’re not in this insane, high-pressure-cooker race track part of it.”

It’s a career path others might welcome. Indeed, this year, when Nature conducted an online poll about how to fix the broken postdoc system, three-quarters of the nearly 20,000 respondents voted first for creating more staff scientist positions -- a rare surge of scientific agreement.

A number of well-regarded scientists love doing research but don’t want to be principal investigators, Ms. Singer added. But such jobs are notoriously insecure and lacking in prestige. “There was no mechanism,” she said, “that allowed them to have a stable career.” Ms. Singer and her colleagues have begun to change that. Last month, her institute set up a grant that would allow staff scientists to the administration that those people need to be valued, and their career tracks need to be valued in a way that recognizes their expertise,” she said. “Which is really great. It’s about time.”

WHOSE RESPONSIBILITY?

There’s no typical career track for an academic staff scientist. Few researchers are tenured, so graduate students to hold positions. Nick Patterson certainly didn’t.

After earning a Ph.D. in mathematics from the University of Cambridge, Mr. Patterson had assumed that he would have a conventional

career as a math professor. But he began job hunting during a recession in the 1990s and could not find an attractive position. Instead, he served for several decades as a cryptographer for the British government, then spent a decade on Wall Street. Only in his third act did he end up in academia, serving in the lab of Alexander Rich, a biophysicist at the Massachusetts Institute of Technology. They were studying a strange DNA variant. It was a

"Keeping Bill for 20 years is not something I can put on a progress report to the dean,” she said. It’s the greatest accomplishment of her career, she added. “The question is whose responsibility is it? I’ve never been in a semester where it doesn’t come back and say, ‘Who’s doing this?’”

CAREER TRACKS

Wisconsin has been one of the more progressive universities when it comes to discussing systemic problems in biomedicine. The university convened a 33-person workshop in April, after the Blue Moon meeting, which Ms. Bilger attended. It was there she realized that the staff scientists needed to band together — after all, even the postdocs had already done it.

Between 20 and 40 scientists attend her group’s meetings, and they expect to propose improvements in their positions next year. In the meantime, they’re trying to better understand their odd role.
Core-Specific Job Families at other Universities and Institutions

University of Iowa
Rutgers University
University of Pennsylvania
Vanderbilt University
University of Kansas Medical Center

UCSF’s Gladstone Institute
Moffitt Cancer Center
Jackson Laboratories
Job families are discipline-specific hierarchies of related jobs that provide clear definition of roles, responsibilities, knowledge, skill and ability requirements.
Current Job Titles in NU Core Facilities

**PhD-Level Staff = 67**
- Research Faculty = 34
- Research Associates = 20
- Postdoc Trainees = 9
- Sr. Technologist = 1
- Managers = 3

**Non-PhD Staff = 58**
- 28 job titles!

* FY16 Data for 42 Core Facilities that submitted annual reports
Benefits to Northwestern University

Developing and implementing job families will enable Northwestern to...

- Improve consistency and uniformity of staff jobs
- Define career paths, training and development requirements and opportunities
- Develop standardized language for job accountabilities, knowledge, skills and education
- Establish salary grades aligned with both the external pay market and internal pay practices
- Promote consistency in titles within associated job duties and responsibilities

Core Facilities/ HR-Compensation
## Value of Job Families

<table>
<thead>
<tr>
<th><strong>Value Add</strong></th>
<th><strong>Employee</strong></th>
<th><strong>University</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide direction and career planning</td>
<td>When an employee sees future opportunity, they are more likely to stay within an organization.</td>
<td>Employee retention improves service quality and lowers costs (high turnover is costly).</td>
</tr>
<tr>
<td>Communicate requirements and expectations</td>
<td>Employees understand what it takes to perform their job, and what it takes to be promoted.</td>
<td>Managing expectations and holding employees (and managers) accountable for standards leads to quality, efficiency, and a positive work environment.</td>
</tr>
<tr>
<td>Assist in attaining and maintaining pay equity</td>
<td>It is critical that employees believe their pay is being determined fairly, and that there is equitable treatment amongst his/her peer group.</td>
<td>The University's commitment to pay equity is fostered by the adoption of a job family system.</td>
</tr>
<tr>
<td>Contribute to career satisfaction</td>
<td>Job families offer tangible routes to promotions and to positions reflecting experience and expertise.</td>
<td>Job families enable cross-training and the development of transferable skills within the University's Core Facilities.</td>
</tr>
</tbody>
</table>

**Core Facilities/ HR-Compensation**

**How do Core-Specific Job Families benefit me?**
# Value of Job Families in Cores

**A Core-Specific Job Family will provide benefits to employees, faculty directors, and PIs**

<table>
<thead>
<tr>
<th><strong>Employee</strong></th>
<th><strong>Faculty Director</strong></th>
<th><strong>Principle Investigator (PI)</strong></th>
</tr>
</thead>
</table>
| - Provides career advancement opportunities  
- Establishes appropriate compensation levels  
- Promotes a culture of team science  
- Promotes job satisfaction | - Facilitates the hiring process  
- Enables budget planning  
- Improves communication of job expectation  
- Creates a pipeline of expertise to accommodate future growth | - Aligns needs with core-specific expertise  
- Expands technical capabilities of the research program  
- Provides for better quality assurance and consistency |
Job Families in Research at NU

Research Admin
Research Tech
Research Study
Information Technology
Animal Husbandry

Core Facilities

Job Families in Research

Core Facilities/ HR-Compensation
The creation of job families is a long-term, collaborative process where input is sought from faculty, unit leaders, administration and staff members.

While there are clear benefits, adoption of job family roles is NOT mandatory.

Job families are intended to be regularly revisited in order to maintain relevancy and value.
### Template of Core-Specific Job Families

<table>
<thead>
<tr>
<th>Core Research Technician</th>
<th>Core Research Technician Sr.</th>
<th>Core Research Technician Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performs required standard operating procedures of the core facility under the direction of a Core Scientist or Manager. This includes the execution of research activities associated with established protocols and procedures. Works with core facility staff in utilizing the facility's specialized equipment and services.</td>
<td>Performs required standard operating procedures of the core facility under the direction of a Core Scientist or Manager. This includes the execution of research activities associated with established protocols and procedures as well as modifying them as needed. Works with core facility staff in utilizing the facility's specialized equipment and services, and is responsible for key duties necessary to maintain daily workflow in the lab.</td>
<td>Performs required standard operating procedures of the core facility under the direction of a Core Scientist or Manager. Provides daily oversight and quality control of research activities. This will involve oversight of the service workflow and Core Research Technicians in the execution and modification of protocols and procedures. Assists in the development and implementation of new core services and other core laboratory and research functions.</td>
</tr>
<tr>
<td>BS/BA required.</td>
<td>BS/BA and 4 yrs of experience in a core facility.</td>
<td>BS/BA required and 6 yrs of experience in a core facility.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Core Scientist</th>
<th>Core Scientist Sr.</th>
<th>Core Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executes research projects under the direction of a Sr. Core Scientist or Manager. May be responsible for oversight of Core Research Technicians and ensuring the completion of projects within the core facility. Provides services and consultation to researchers and investigators in the core to facilitate highly technical and specialized scientific research. Guides the core in all relevant areas to ensure high quality service for the research community.</td>
<td>Executes research projects independently or under the direction of a Core Manager. May be responsible for oversight of Core Research Technicians and ensuring the completion of projects within the core facility. Provides services and consultation to researchers and investigators in the core to facilitate highly technical and specialized scientific research. Guides the core in all relevant areas to ensure high quality service for the research community.</td>
<td>Manages all core staff, research projects, and strategic direction of the core facility. Responsible for administrative activities related to core (annual reports, etc.). Provides services and consultation to researchers and investigators in the core to facilitate highly technical and specialized scientific research. Leads the core in all relevant areas to ensure high quality service for the research community.</td>
</tr>
<tr>
<td>BS/BA required with advanced training in area relevant to the core facility.</td>
<td>MS required with advanced training in area relevant to the core facility. PhD preferred.</td>
<td>PhD required with advanced training in area relevant to the core facility.</td>
</tr>
</tbody>
</table>

### Non-Exempt Positions
- Inward Focused
- Technique Solving
- PI Outsourcing

### Exempt Positions
- Outward Focused
- Problem Solving
- PI Consulting
# How a Core-Specific Job Family Role Compares to an Existing Role

<table>
<thead>
<tr>
<th>Reporting Relationship</th>
<th>Research Assoc./ Post-Doc</th>
<th>Core Scientist</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reports to PI</td>
<td></td>
<td>Reports to Core Director</td>
</tr>
<tr>
<td>Focus on</td>
<td>Research of PI</td>
<td>Research of multiple PIs</td>
</tr>
<tr>
<td>Administrative Activities</td>
<td>Paper and grant writing</td>
<td>Manages:</td>
</tr>
<tr>
<td>Required</td>
<td>Literature reviews</td>
<td>Projects</td>
</tr>
<tr>
<td></td>
<td></td>
<td>People</td>
</tr>
<tr>
<td>Technical Skill Requirement</td>
<td>Experimental Design</td>
<td>Budget</td>
</tr>
<tr>
<td>(inside Lab)</td>
<td>Data Acquisition</td>
<td>Marketing</td>
</tr>
<tr>
<td></td>
<td>Data Analysis</td>
<td></td>
</tr>
<tr>
<td>Employment Status</td>
<td>Full-time by PI</td>
<td>As needed by PI</td>
</tr>
</tbody>
</table>
Process Overview

Collaboration amongst experts representing each discipline of review

Deep dive into job duties, roles and responsibilities

Assignment of titles and grades based on data, discussion

Review and approval

Socialization and implementation
Timeline

- Approximately 4 months from kick-off meeting to final approval

**October:** Kick-Off Meeting with Steering Committee

**November:** Full Day Retreat – Open to All

**December:** Steering Committee Finalizes and Approves

**January:** Communication with Directors and Staff

*The implementation phase will conclude prior to Salary Planning in the Spring*
Questions